

THE AGILE MBA™

SUBJECT GUIDE



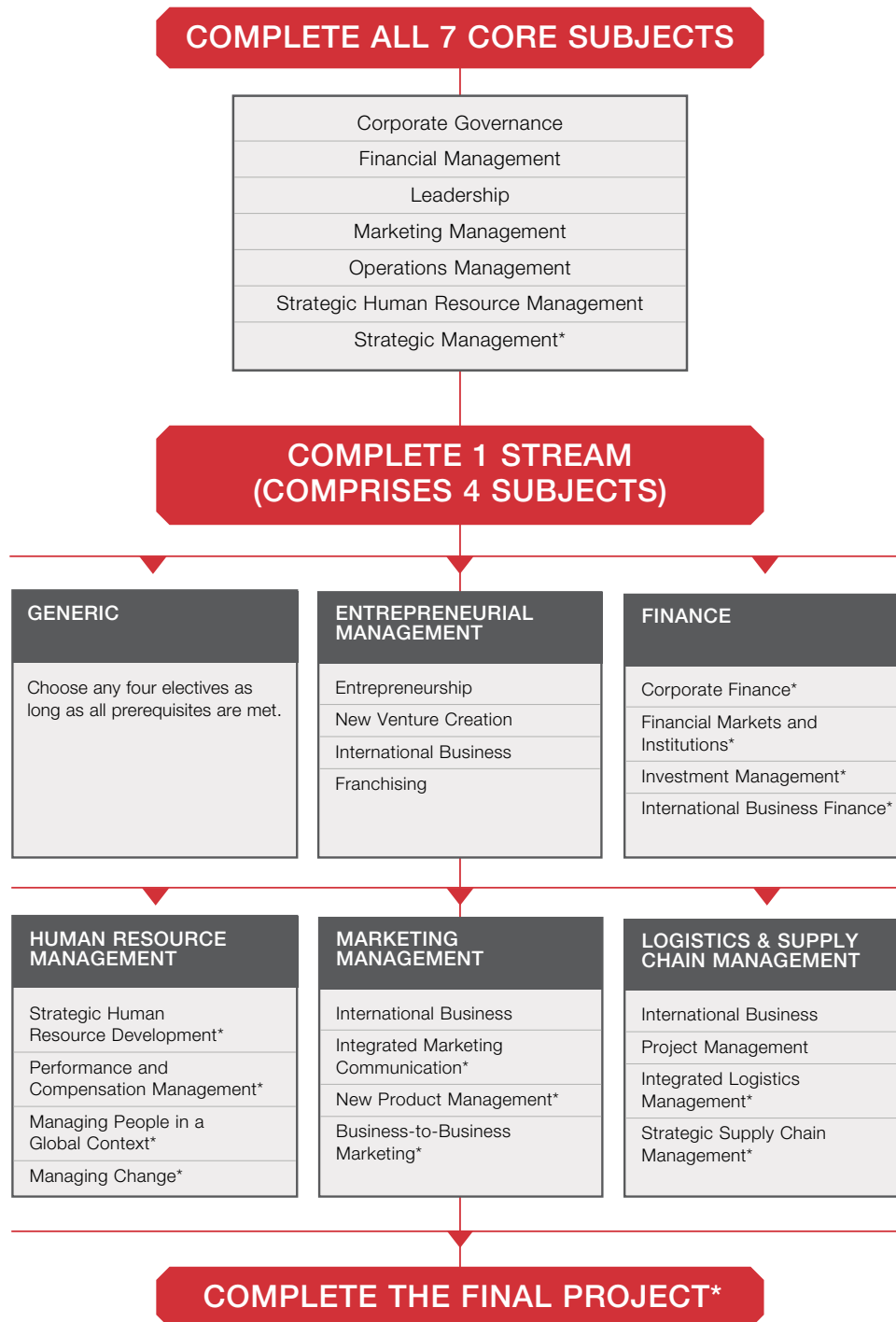
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SUBJECTS AND FOCUS AREAS



*Please note: some subjects have prerequisites that must be completed prior to commencing.

SUBJECTS

CORE SUBJECTS

Corporate Governance

This subject examines the development, concepts, and significance of the concepts and practice of Corporate Governance, and organisational governance within the context of organisational capacity building. Topics covered include: the governance partnership (investors, companies and directors); regulatory frameworks to ensure good governance; theory and principles of corporate governance; director capabilities and responsibilities; corporate social responsibility.

On completion of this subject participants should be able to:

Demonstrate in-depth understanding of the various concepts, frameworks and practices of corporate governance.

Explain and critique the policy and regulatory framework of corporations.

Explain the impact of corporate governance and sustainability issues on the roles and responsibilities of managers, directors, stakeholders and shareholders.

Explain the levels and types of risk that relate to effective corporate governance.

Engage in debate about key corporate governance issues particularly in relation to improved organisational performance.

Use corporate governance knowledge to enhance one's professional practice as an effective business practitioner.

Apply corporate governance skills and knowledge to demonstrate autonomy, expert judgement, adaptability and responsibility as an effective business practitioner.

Financial Management

This subject aims to prepare students for effective and efficient planning and management of financial resources in organisations. The subject introduces how a manager can utilise accounting and finance systems in decision-making. Topics covered include: balance sheets, income statements, cash flow statements, financial statement analysis, basic cost management concepts, basics of budgeting, working capital and current assets management, managing inventories, time value of money and valuing bonds and shares, risk and return of financial assets, basic capital investment issues, capital structure and financing including the cost of capital.

On completion of this subject participants should be able to:

Demonstrate understanding of the main accounting and finance concepts used in financial decision making.

Discuss the relationships between costs, volume and profit in decision making.

Describe the importance, role and main techniques of financial management within an organisation.

Analyse and interpret financial reports.

Evaluate quantitative and qualitative information to assess risk in business decisions.

Value securities.

Apply basic accounting and finance knowledge to decision making in an actual workplace unit, department or organisation.

Leadership

The aim of this subject is to provide a scholarly and in-depth knowledge of the dynamics of leadership. Topics covered include: nature and importance of leadership, leadership traits, behaviours and attitudes, leadership styles, leadership culture, ethical issues, leadership when creating change in organisations.

On completion of this subject participants should be able to:

Critically discuss the concept of leadership, including forms of leadership and the complementary nature of leadership and management.

Demonstrate understanding of the role of power and influence in relation to leadership and the importance of ethical values of a leader.

Identify and critically examine various personality traits and forms of intelligence impacting on leadership.

Describe and explain what is involved in various fundamental leadership skills including setting goals, managing conflict and motivating a team.

Critically analyse the role of leadership in relation to organisational culture and organisational change.

Apply leadership concepts and theory to professional practice in the workplace.

Operations Management

The aim of this subject is to provide an in-depth knowledge of issues critical for the efficient and effective operation of organisations. Topics covered include: the concept of operations and process management; network design and capacity planning; process design; supply chain management; inventory management; resource planning; quality management.

On completion of this subject participants should be able to:

Demonstrate understanding of operations and process management concepts and frameworks.

Discuss the complexities of and relationships between supply network design, capacity planning, process design, inventory management, resource management for the supply network.

Critically discuss the role of operations and process management in developing efficient and effective organisations.

Analyse the effectiveness of operations and processes within as well as between organisations and identify improvements.

Apply knowledge about operations and process management concepts and recommend cost-effective improvements in a workplace setting.

SUBJECTS

Marketing Management

This subject discusses the importance and strategic role of marketing in today's globalised business environment. Students learn the importance of pursuing objectives, employing appropriate resources, and investing in the future of an organisation to ensure customer satisfaction. Topics covered include: core marketing concepts; marketing strategy and planning; buying behaviour; role of marketing research; positioning; pricing; product development; placement; foundations of marketing communication.

On completion of this subject participants should be able to:

Demonstrate understanding of main marketing concepts and frameworks and of the role and importance of marketing in organisations.

Describe the steps/stages in various marketing processes including the buyer decision process, marketing research process, product life cycle, price setting process and marketing communication process.

Critically discuss how to develop an appropriate marketing strategy for products and for services.

Explain how to attract and retain customers.

Use appropriate market research techniques to analyse current and future demand.

Compare and contrast marketing strategies of various organisations.

Plan and develop a marketing strategy for an actual organisation, taking into account consumer behaviour, positioning, brand equity, pricing, marketing channels, marketing logistics, and marketing communication.

Apply marketing concepts and frameworks to help improve the competitive position of an actual organisation.

Strategic Human Resource Management

The subject is designed to provide an understanding of the formal relationship between the employer and the employee and of the techniques and methods aimed at making that relationship more effective so that organisational goals and objectives are achieved. Topics covered include: definition of strategic HRM; the legal environment; workforce planning, recruitment and selection; training and development; performance management; compensation.

On completion of this subject participants should be able to:

Discuss the concept of human resource management as a strategic function in the organisation including its impact on competitive advantage.

Demonstrate understanding of HR planning, job design, recruitment and selection, performance management and the role of training, personal development, compensation and remuneration practices.

Understand SHRM in a global environment.

Demonstrate understanding of contemporary government regulations/HRM frameworks.

Analyse work flows in organisational units and identify relevant tasks, roles and jobs related to the workflow.

Design a basic human resource plan.

Apply human resource management concepts and theory to an actual workplace.

Strategic Management

This subject provides an in-depth knowledge of the strategic management process and gives an exposure to the concepts and theories of competing in international markets. Topics covered include: strategy development; the external environment; an organisation's competitiveness; generic competitive strategies; competing in international markets; groups of businesses.

On completion of this subject participants should be able to:

Demonstrate advanced understanding of the theoretical concepts and frameworks of strategic management.

Critically discuss strategy formulation and how to effectively implement strategy.

Critically analyse and evaluate an organisation's vision, mission and statement of values.

Carry out an environment analysis using several strategic management tools.

Evaluate competitive strategies for various organisational settings.

Apply strategic management concepts and frameworks to a specific workplace setting.

Formulate a strategic plan for a business unit or department.

Pre-requisites: May normally be undertaken only after completing at least four core subjects.

ELECTIVE SUBJECTS

Business to Business Marketing

This subject addresses business-to-business (B2B) marketing. B2B markets include producers and users of goods and services, their intermediaries, government, non-profit organisations, and any other group who purchases and uses inputs to produce or resell. The subject examines marketing strategies that will achieve the awareness, comprehension, sales response objectives and stable relationships essential to supplier organisations in a B2B environment.

Pre-requisites: *Marketing Management*

On completion of this subject participants should be able to:

Demonstrate advanced understanding of B2B concepts and perspectives of business marketing.

Evaluate the nature, structure and distinguishing characteristics of business markets.

Analyse differences between business and consumer markets.

Identify B2B activities for buying, market segmentation, positioning, pricing, delivery and communication.

Develop strategies for creating, delivering, pricing and promoting business offerings.

Identify how to develop and/or improve the management of relationships within a B2B network.

Assess, choose and apply B2B marketing concepts to address the marketing challenge(s) of an actual organisation and recommend improvement.

Corporate Finance

The objective of the subject is to provide an integrated framework and analytical tools that are used by firm managers to make financial decisions that improve firm value. The topics covered include the concept of time value of money, simple and sophisticated capital budgeting techniques, valuations of bonds and shares, estimation of cost of capital, optimal capital structure, and firm payout policy.

Pre-requisites: *Financial Management*

On completion of this subject participants should be able to:

Demonstrate understanding of key corporate finance concepts (including trade-off between risk and expected return, time value of money, financial goal, capital budgeting, dividend payout policy, debt policy).

Identify and differentiate major corporate policies.

Explain theories of capital structure.

Explain how firms decide on the payout.

Use a number of different capital budgeting techniques.

Use financial modelling techniques (including valuing shares and bonds, determining weighted average cost of capital).

Assess and compare the value of projects in order to recommend which project should be undertaken.

Differentiate between undervalued and overvalued securities.

Entrepreneurship

This course provides advanced understanding of the entrepreneurial mind set. Entrepreneurs are pioneers, innovators, leaders and inventors. They are catalysts for change who shape the competitive global marketplace and have significant impact on our global economy. Topics covered include: the practice of entrepreneurship, how to foster an innovative work environment in addition to being able to formulate, develop, grow, manage and commercialise ideas through business creation.

On completion of this subject participants should be able to:

Demonstrate understanding of the main concepts and frameworks relevant to entrepreneurship (including intrapreneurship).

Distinguish between creativity and innovation, and explain how to develop each in an organisation and in oneself.

Explain the role and importance of strategic planning in entrepreneurial firms.

Describe the appropriate way to acquire and value an existing entrepreneurial business.

Identify and explain the challenges associated with each phase in the life cycle of an entrepreneurial business.

Appraise how a government can foster entrepreneurship.

Analyse the succession issues relating to a family business.

Apply knowledge and skills to an actual entrepreneurial organisation or organisational unit.

Financial Markets and Institutions

This subject presents a detailed overview of the features of the Australian financial system and enables an in-depth understanding of complex institutions, markets and securities that form the basis of modern financial and monetary systems. The subject covers banking, payment systems, financial regulators and institutions, fundamentals of fund management, as well as money and capital markets.

Pre-requisites: *Financial Management*

On completion of this subject participants should be able to:

Demonstrate advanced understanding of major concepts relating to financial markets (including types of capital markets, the financial system and its main players, derivative markets, investment yield, share value, options, futures, forward contracts).

Identify the risks faced by authorised deposit-taking institutions.

Explain approaches to interest rate determination.

Explain the differences between equity and debt financing.

Compute bond investment yield.

Assess share value.

Evaluate the effects of the changes in regulation and monetary policy on financial markets.

SUBJECTS

Franchising

This subject analyses contemporary franchising practices at national and international levels. Topics covered include: key financial, marketing, legal and relationship issues at the core of the interdependent business relationship between franchisors and their franchisees; entrepreneurship; new venture creation; relationship dynamics of franchising.

On completion of this subject participants should be able to:

Demonstrate in-depth understanding of the concepts and elements of franchising including franchise relationship.

Explain the development of franchising and its contribution to the world economy.

Critically discuss the main issues relating to management of franchise systems including franchisee selection, financial and marketing issues, and harvesting.

Understand the basic legal framework within which franchising operates.

Evaluate franchises both from the franchisor and franchisee perspective.

Apply franchising concepts and frameworks to assess an actual business operation.

Integrated Logistics Management

This subject provides students with in-depth knowledge of the concepts and practice of integrated logistics management including the contribution that logistics makes to the effectiveness of the supply chain. The subject focuses on the management and control of the positioning and flow of goods and services within the supply chain infrastructure. Topics include: customer relationship management, procurement, integrated logistics operations, supply chain design.

Pre-requisites: Operations Management

On completion of this subject participants should be able to:

Demonstrate advanced understanding of logistics management concepts and describe the role of logistics operations in modern business systems.

Explain organizational logistics objectives and know how to measure their operational and financial performance.

Describe the complexities of and understand how to manage integration of logistics operations in local, global and virtual synchronised supply chains.

Define and explain the role and objective of logistics management in facilitating customer service in the supply chain.

Analyse and address complex logistics management problems in areas of inventory, transportation, warehousing and materials handling.

Design and improve logistics operations for cost effectiveness, performance, and competitive advantage.

Apply logistics management concepts and theories to recommend improvement to a local company's logistics operation.

Integrated Marketing Communication

This subject is designed to provide an understanding of the integrated marketing communication/promotion process. Topics addressed include: the role and development of advertising in the integrated marketing communications programme (IMC) of an organisation; various IMC tools used in contemporary marketing including advertising, direct marketing, Internet and interactive marketing, sales promotion, publicity and public relations, and personal selling.

Pre-requisites: Marketing Management

On completion of this subject participants should be able to:

Demonstrate understanding of integrated marketing communication concepts and their importance and role in the marketing process.

Critically discuss the process of developing a strategic integrated marketing communications program and each of its phases.

Compare and contrast the main components of the marketing communication mix (advertising, sales promotion, personal selling, public relations and direct marketing).

Explain the characteristics and selection of appropriate advertising and promotional media.

Plan and develop a new or evaluate an existing marketing communications program.

Identify appropriate advertising and promotional media as part of an integrated marketing communications program.

Apply appropriate concepts and techniques to develop an integrated marketing communication program for an actual product, service or corporate identity.

International Business

This subject explores how and why countries trade with and invest in each other, and the global monetary system. It examines the strategies and structures of international businesses and assesses the special roles of an international business's various functions. It also provides a critical approach that presents the arguments for and against economic theories, government policies, business strategies, organisational structures, and their managerial implications.

On completion of this subject participants should be able to:

Discuss the impact of culture on international business.

Explain why and how regional economic integration can occur.

Demonstrate understanding of the financial aspects of international business.

Compare various modes for entering international markets.

Describe how the Internet and other technologies affect global supply chain management.

Identify and evaluate alternative globalisation strategies.

Plan an exporting and/or importing entry strategy.

Apply concepts and theory of globalisation to the international strategy of an actual organisation or industry.

International Business Finance

This subject focuses on the financial challenges faced by multinational corporations and organisations operating across boundaries. Topics include: the determination and impact of foreign exchange rates and how they are handled; how hedging may be utilised to modify exposure to foreign exchange; the complexities of capital budgeting in multinational situations; the sourcing of finance on an international scale.

On completion of this subject participants should be able to:

Demonstrate understanding of the structure, nature and operation of the international monetary system.

Interpret and use spot and forward exchange rates.

Explain how capital budgeting should be employed within a multinational corporation.

Demonstrate the use of derivatives to hedge a foreign currency exposure.

Evaluate the financing options available to multinational businesses.

Apply capital budgeting techniques in multinational situations.

Apply international business finance concepts to an actual organisation and make recommendations.

Pre-requisites: *Financial Management*

Investment Management

The objective of the subject is to provide comprehensive theoretical and practical knowledge on investment management. The subject covers major theoretical concepts, namely, modern portfolio theory, diversification, and equilibrium models of security prices. The subject also includes macroeconomic and industry analysis, pricing of main financial derivatives, and evaluation of portfolio performance.

On completion of this subject participants should be able to:

Demonstrate advanced knowledge about investment concepts, issues and theory (including investment steps, investment strategies, structure of interest rates, bond portfolios).

Distinguish between active and passive investment strategies.

Price option and futures contracts.

Predict the impact of changes in fiscal and monetary policies on key macroeconomic variables such as interest rate.

Identify undervalued/overvalued securities.

Construct an efficient portfolio.

Evaluate portfolio performance.

Pre-requisite: *Financial Management*

Managing Change

This subject focuses on organisational change: why it occurs, how it occurs, how it can be managed, and what forms it can take. The complexities of change present real challenges for managers and leaders. Hence, challenges for managers and leadership in times of change are also addressed. Topics include: understanding change; strategy and change; change tools; new organisational forms; HRM and change; leadership and change; resistance to change; measuring change.

On completion of this subject participants should be able to:

Demonstrate understanding of the concepts relating to organisational change (including resistance to change and the challenges for managers).

Identify the impacts of substantial organisational change on the individual and analyse the options available to management to assist transition.

Explain the elements of the systems approach to organisational diagnosis.

Critically discuss the issues relating to measuring and evaluating change programs.

Differentiate between different models or approaches to planned change in organisations and discuss the relative merits of each.

Examine theory pertinent to leadership of change and leadership diversity.

Critically discuss organisational change 'interventions' and how they impact on organisations.

Apply change management concepts to an issue in an actual workplace and provide recommendations for improvement.

Pre-requisites: *Strategic Human Resource Management*

SUBJECTS

Managing People in a Global Context

In the context of the multinational enterprises (MNEs) this subject explores how globalisation has influenced and impacted human resource management practices. Topics include: the cultural context of international HRM (IHRM), cross-border alliances, human resource planning, international performance management, training and development, career management, compensation, industrial relations in the global institutional context, future trends in IHRM.

Pre-requisites: Strategic Human Resource Management

On completion of this subject participants should be able to:

Demonstrate understanding of main concepts involved in HRM in a global context.

Discuss IHRM approaches in the context of various international business strategy approaches.

Explain the complexity of aligning the HRM architecture (including HR planning, recruitment and selection, performance management, training and development, and compensation management) within an organisation operating internationally.

Identify the IHRM challenges faced by organisations operating internationally and make appropriate recommendations to mitigate these challenges.

Explain how culture, diversity and differing industrial relations environments impact MNE's and their respective IHRM practices.

Apply IHRM concepts to human resource challenges of an actual organisation operating in a global context and identify recommendations for improvement.

New Product Management

The objective of this subject is to provide in-depth knowledge of new product management from conception, through development, to the launch of a new product or service. Topics covered include: the new products process; planning for new products; generating product ideas; concept evaluation; financial analysis for new products. It complements other subjects in the MBA program such as Entrepreneurship (713ENT), Marketing Management (705MMGT), Strategic Management (703SMGT), and Operations Management (710OMGT).

On completion of this subject participants should be able to:

Demonstrate in-depth understanding of new product development concepts and frameworks and be able to relate these to both physical products and to services.

Critically discuss the new product development process and the various phases in the process.

Identify appropriate sales forecasting and financial analysis techniques to be used in new product development processes.

Identify the public policy issues associated with new product management, including product recall, product liability and intellectual property protection.

Identify opportunities for new products, generate new product ideas and evaluate product concepts.

Develop a new product protocol.

Apply new product management concepts to analyse product innovation in an actual organisation.

New Venture Creation

This subject will assist students in understanding how to recognise an entrepreneurial idea and convert this into a viable, revenue-generating business. Topics covered include: opportunity identification, preparation of business plan, financing an entrepreneurial venture, identifying problems and risks, harvesting.

On completion of this subject participants should be able to:

Demonstrate in-depth understanding of the new venture creation process from opportunity identification to harvesting.

Critically discuss financial issues pertaining to new ventures including sourcing of capital and risk minimisation.

Understand the challenges associated with rapid growth and how to manage a turnaround.

Identify and evaluate business opportunities.

Develop and prepare a business plan.

Develop financial strategies for new ventures.

Diagnose rapid growth problems and identify turnaround strategies.

Develop harvest goals and craft harvest strategies.

Apply the new venture creation concepts and techniques to an actual start-up or entrepreneurial business.

Performance and Compensation Management

This subject addresses the role played by performance, compensation and rewards management systems in shaping behaviour and performance in the workplace. What managers pay attention to, measure and reward are powerful ingredients for influencing individual, team and organisational performance. Topics include: the nature of performance, processes for measuring and managing performance, principles underpinning the design and implementation of remuneration and reward systems; performance and compensation systems as part of a coherent HRM strategy.

Pre-requisites: Strategic Human Resource Management

On completion of this subject participants should be able to:

Demonstrate understanding of performance and compensation management concepts and theory.

Identify and explain key principles underpinning the design and implementation of performance and compensation systems.

Compare different performance management and measurement models.

Identify and explain key elements in the design and implementation of effective compensation and rewards systems.

Develop a process for gathering performance appraisal information and the determination of performance levels.

Design and justify the outline of a performance management and compensation plan which aligns with organisational strategy.

Evaluate performance management and remuneration practices and apply principles to improve individual and organisational performance in an actual organisation.

Project Management

This subject provides the skills and knowledge required to plan, manage, and close projects that achieve goals and objectives on time, within cost, and to the quality required, regardless of the line of business or industry. Topics covered include: project lifecycle; scope management and work breakdown structure; project scheduling using the critical chain approach; project resourcing; project control: managing project quality; planning and managing project risks; performance measurement and managing project teams.

On completion of this subject participants should be able to:

Describe the nature and scope of project management.

Demonstrate understanding of the principles of project human resource management, communication and team management.

Construct project scheduling networks and present these using relevant project graphics.

Identify a project's risk factors and apply appropriate project risk management concepts and tools to address risk.

Apply contemporary project management concepts to a wide variety of industry and organisational projects.

Utilise principles of project cost estimating, cost analysis and control in actual projects.

Strategic Human Resource Development

This subject addresses the role of human resources to the development and implementation of organisational strategy. The assessment of the effectiveness of Human Resource Development outcomes is an important strategic focus of the subject. Topics covered are: the concept and scope of Human Resource Development (HRD); strategy making as learning; HRD leadership in organisations; strategic positioning of HRD; design of learning opportunities and assessment of the effectiveness of HRD interventions.

Pre-requisites: Strategic Human Resource Management

On completion of this subject participants should be able to:

Critically discuss the differences between Human Resource Development, Human Resource Management and Organisational Development.

Justify the development of a strategic approach to Human Resource Development.

Demonstrate advanced understanding of the theoretical foundations of strategic HRD in practice.

Develop an evaluation strategy and process for assessment of HRD.

Undertake a needs HRD assessment.

Apply strategic HRD concepts and principles to an actual workplace.

SUBJECTS

Strategic Supply Chain Management

This subject provides in-depth knowledge of the concepts and practice of strategic supply chain management. Strategic supply chain management is largely concerned with the supply infrastructure and the long-term strategic relationship management needed to facilitate the critical competitive logistics flows through the supply system. Topics include: the design, management and control of systems and networks of supply that connect organisations with their suppliers and customers.

Pre-requisites: *Operations Management*

On completion of this subject participants should be able to:

Demonstrate advanced understanding of supply chain management concepts, frameworks and systems and their role in modern organisations.

Critically discuss the importance of and various forms of collaboration, strategic alliances, strategic fit and alignment, supplier integration in supply chains.

Explain how to recognise, evaluate and manage supply chain risk.

Identify the components of successful negotiation and other aspects of productive relationships with partners in a supply chain.

Contribute to the design of an effective strategic supply chain network.

Apply strategic supply chain management concepts and theories to supply chain problems in a practical setting.

PROJECT

This subject focuses on designing, conducting and reporting findings from a business research project. The objective of this subject is to undertake a project related to the chosen specialisation. Students will identify an appropriate workplace-based research problem, conduct a small literature review, engage in data collection in the workplace setting, analyse the data, and present findings in a formal business research report.

Students will be provided with the access to online materials during their last stage prior to the project start date.

Pre-requisites: *May be undertaken after completing at least eight MBA subjects.*

On completion of this subject participants should be able to:

Describe and appraise a variety of practical research methods relevant to business research.

Identify a problem, core issue or objective relevant to the professional workplace as a research topic.

Source relevant literature and other information for the research project.

Identify relevant stakeholders and source relevant information.

Develop a project proposal and present, and justify the planned project to key stakeholders.

Design and undertake research using appropriate methodology.

Develop and write a substantial research project report.





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